



Advancing the Vision



2008 Year in Review

SAN ANTONIO AIRPORT SYSTEM

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Welcome to the San Antonio Airport System's 2008 Year in Review report. The City of San Antonio ended the year with a record number of passengers passing through the San Antonio International Airport. By midyear, San Antonio enjoyed a record number of destinations served by nonstop flights and new airlines entering the market for the first time. The year was highlighted by the groundbreaking of Terminal B, a major component of the ongoing Airport Expansion Program. Accomplishments also included the completion of a new long-term parking garage at the San Antonio International Airport in July and a two-story, 24,000 square-foot wing addition to the historic Stinson Municipal Airport terminal in November.

Successes in 2008 were overshadowed as the national economy slipped into a major recession resulting in some airlines stopping operations, reducing seat capacity in some markets or eliminating flights altogether. San Antonio experienced all of these resulting impacts during the fourth quarter in 2008 and first quarter of 2009 when three airlines left the market and a number of nonstop flights were discontinued. As is occurring across the nation, the prolonged economic slowdown has resulted in reduced passengers during 2009, with projections indicating a continuance of this trend into 2010. These events have led to the City's decision to delay construction of additional terminal gates at the San Antonio International Airport. However, strategic projects are moving forward under the Airport Expansion Program. These projects include replacement of out-dated facilities, as well as setting the stage for future growth. Over the near term, we will concentrate on completing Terminal B and the new two-tier roadway system by November 2010, while delaying the Terminal C facility until the economy improves and passenger growth returns to a level that warrants additional gates. After opening Terminal B, Terminal 2 will be demolished in 2011 to make way for future terminal expansion and Terminal 1 will be renovated and renamed Terminal A.

Increasing new nonstop flights remains a never-ending pursuit since the economic engine of San Antonio depends on efficient and time-saving air travel. Thanks in large part to our partnership with the Greater San Antonio Chamber of Commerce "Blue Ribbon Task Force" Committee, the City

attracted AirTran Airways to the market during 2008. This partnership remains an important resource as we continue to meet with airlines and communicate the continued industry and business growth that San Antonio enjoys even in a slower economy. The census's newest population estimates show that the Alamo City added more people than all but four other U.S. cities. This number will continue to grow as Base Realignment and Closure (BRAC) 2005 relocates 12,500 jobs and an estimated 10,000 family members to San Antonio, and other businesses implement announced plans to move to our City. Through 2011, BRAC alone has a potential economic impact of nearly \$8.3 billion and an employment of over 46,000, with 80% (\$6.7 billion) of the impact due to construction.

For millions of visitors and residents, the San Antonio International and Stinson Municipal Airports are the front doors to our great city. Completion of the ongoing construction projects will greatly improve the airport customer's experience, which meets our primary goal of providing state-of-the-art, customer-friendly facilities and amenities.

A handwritten signature in black ink that reads "Sheryl Sculley".

Sheryl Sculley
City Manager

Aviation Director's Message



The San Antonio Airport System had numerous changes and realized positive growth during 2008, all of which could not have occurred without the support of the Mayor and City Council, City Manager and staff, stakeholders, airport business partners, various contractors and, most important of all, our Aviation Department employees and community volunteers. Every individual Airport Team member's contributions to the list of successes enumerated in this report are significant achievements.

Due to the ongoing airport construction, we are placing an even greater emphasis on our customer's airport experience. Exceptional customer service was recognized by the J.D. Power & Associates 2008 Airport Satisfaction Study. The third place honor is even more impressive when you consider the fact that San Antonio International Airport is currently undergoing the largest Airport Expansion Program in its history. We depend on our customers and, more importantly, our customers depend on the Airport Team of employees – Aviation Department, airlines, concessionaires, airfield tenants and local and federal agencies. The Aviation Department leadership emphasizes employee development, training and recognition. Our newly created SATisfy Program provides rewards to those employees who render exceptional customer service and job performance.

In partnership with our community, we value caring for our neighbors and the airport environment. An Environmental Stewardship Division within the Aviation Department works with airport tenants to ensure environmental regulatory compliance and responsible care of our water, air and land. Work to reduce aircraft noise impacts on our airport neighborhoods continued in 2008 as part of the Airport's Noise Abatement Program. By the end of 2008, over 310 homes and one apartment complex with 216 units have been acoustically treated as part of the Airport's Residential Acoustical Treatment Program.

Through prudent decision-making, the Aviation Department completed fiscal year 2008 exceeding revenue projections and maintaining overall budget expenditures to near projected levels, as well as achieving key performance targets. Our financial management goals are to keep operating costs low to the airlines, minimize debt and maintain reasonable monetary reserves. We continue to focus on increasing revenues,

especially non-airline sources; enhancing efficiencies and effectiveness of facility operations; and maximizing San Antonio International and Stinson aviation assets.

The demand for air travel is down in 2009 and this has resulted in fewer passengers, which has led to airlines offering fewer flights on retained routes or discontinuing nonstop flights to important destinations. However, in anticipation that the economy will improve, we continue to meet with the air carriers to discuss opportunities for providing nonstop flights on viable unserved routes. Air service development is a constant effort on the part of the City and the Aviation Department, in partnership with the business community.

The efforts of all our employees, volunteers, business partners and stakeholders bring to fruition the Aviation Department's vision, mission and goals for the San Antonio Airport System. I am grateful to be part of such a fine Airport Team and look forward to working with the San Antonio community to make San Antonio International and Stinson Municipal Airports first-class destinations for the traveling public.

I invite you to continue reading this report and appreciate our 2008 accomplishments.

A handwritten signature in black ink that reads "Frank R. Miller". The signature is stylized with a large, flowing "F" and "M".

Frank R. Miller, A.A.E.
Aviation Director
City of San Antonio
Aviation Department

Airport Advisory Commission Chairman's Remarks

The newly City Council-approved Airport Advisory Commission focuses on the overall community perspective as it advises the Aviation Director on various Airport System programs and policy issues. The commission meets regularly with the Aviation Department leadership in an effort to ensure that the public's voice is represented when policy and programs are being formulated. It is my distinct pleasure and honor to chair this distinguished group of individuals appointed by the San Antonio City Council and representing the travel-tourism and aviation industries, as well as the business community and general public. The Airport Advisory Commission includes various individual stakeholders with a keen interest in serving the San Antonio Airport System and its customers.

As a long-time advocate for the Airport System, I have enjoyed a front-row seat for all the amazing changes that took place during 2008. In June, we gathered together, along with City officials and various community entities, to break ground on the new Terminal B at the San Antonio International Airport. At that same time, the two-tier roadway extension started to become visible as bridge-shaft-foundation and column drilling commenced. Throughout 2008, work continued on the relocation of utilities and construction of the hydronic lines. The progress being made as a result of the Airport Expansion Program is thrilling to observe. The entire landscape of the San Antonio International Airport is beginning to change from what was in place during the 1980s and 1990s to one that will permit construction of improved customer amenities and allow for facility growth in the future.

In November 2008, several members of the commission participated in the City's grand opening ceremony for the newly renovated and expanded Stinson Municipal Airport terminal building. The terminal expansion provides space that will allow Palo Alto College to extend its aviation classroom curriculum to the Stinson Municipal Airport. By the end of the year, TxDOT completed design on the extension of Runway 9/27 and began the solicitation process for construction to begin in 2009. These projects will foster the development of additional general aviation businesses and continue to aid in Stinson's function as the "reliever" airport for the San Antonio International Airport.

Excellence in customer service is one of the commission's top priorities. A host of exciting and innovative concessions were installed at the San Antonio International Airport terminals during 2008. The wait times at the security check point were shortened with the installation of a sixth lane that allows for a special-needs and family-dedicated lane. Family restrooms have been installed in Terminal 1. Customers can now provide feedback on-line directly to the Aviation Department and receive quicker responses and resolutions to problems and issues. The end result has been recognition of customer satisfaction yet again from J.D. Power & Associates, a company known worldwide for accurately reflecting customer viewpoints in a variety of areas.

The Airport Advisory Commission is looking forward to all the exciting things to come in the near future as the terminal and roadway construction winds down and sparkling new facilities open to offer the San Antonio air traveler state-of-the-art conveniences and customer-friendly amenities.



Loren Wood
Chairman
Airport Advisory Commission



TOP 20 DOMESTIC ORIGIN & DESTINATION PASSENGER MARKETS AT SAN ANTONIO

(Ranked by 12 Months Ended December 2008)

| MARKET** RANKING | O & D* DOMESTIC PASSENGERS | PERCENT OF TOTAL | DAILY NONSTOP FLIGHTS |
|------------------------------|----------------------------------|------------------------|-----------------------------|
| 1. Dallas/Ft. Worth, TX*** | 665,720 | 9.28% | 29 |
| 2. Chicago, IL*** | 301,740 | 4.21% | 7 |
| 3. Las Vegas, NV | 288,870 | 4.03% | 4 |
| 4. New York/Newark, NY*** | 263,860 | 3.68% | 2 |
| 5. Houston, TX*** | 243,050 | 3.39% | 15 |
| 6. Atlanta, GA | 221,850 | 3.09% | 12 |
| 7. Denver, CO | 218,290 | 3.04% | 8 |
| 8. Baltimore, MD | 195,510 | 2.73% | 2 |
| 9. Los Angeles, CA | 191,530 | 2.67% | 5 |
| 10. Washington, DC*** | 172,180 | 2.40% | 2 |
| 11. Phoenix/Mesa, AZ | 162,130 | 2.26% | 7 |
| 12. Orlando/Sanford, FL | 154,370 | 2.15% | 2 |
| 13. El Paso, TX | 135,300 | 1.89% | 4 |
| 14. Philadelphia, PA | 126,880 | 1.77% | 1 |
| 15. San Diego, CA | 120,820 | 1.68% | 2 |
| 16. Seattle/Tacoma, WA | 120,080 | 1.67% | 0 |
| 17. Detroit, MI | 117,380 | 1.64% | 2 |
| 18. St. Louis, MO | 114,620 | 1.60% | 1 |
| 19. Fort Lauderdale, FL | 102,960 | 1.44% | 1 |
| 20. Tampa/St. Petersburg, FL | 91,850 | 1.28% | 1 |

O&D Passengers Traveled to Top 20 SAT Domestic Markets in 2008

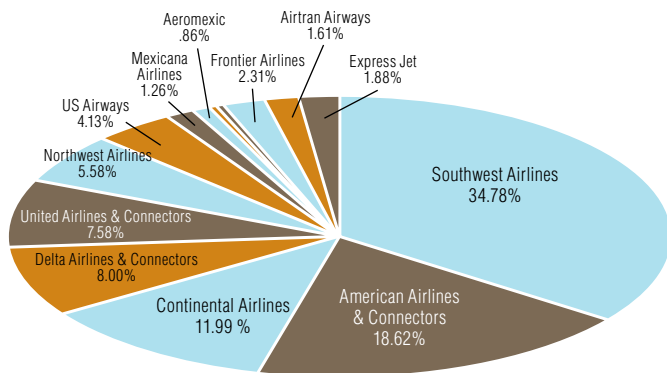
4,008,990 55.90%

Grand Total O&D Passengers Traveled to SAT Top 100 Domestic Markets

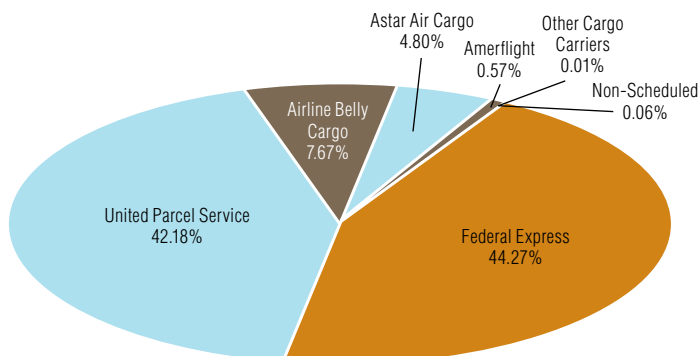
7,174,050 100.00%

*Origin & Destination **Source: US DOT ***Market Includes Multiple Airports

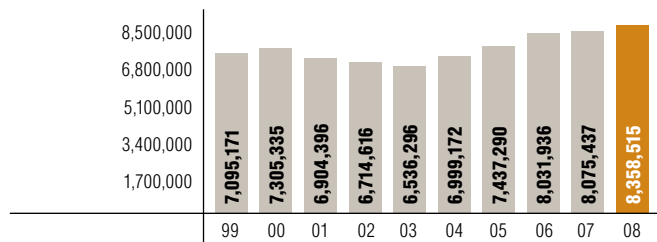
2008 AIRLINE PASSENGER MARKET SHARES



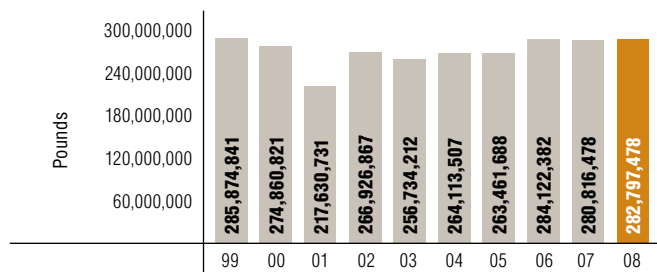
2008 AIR CARGO MARKET SHARES



TOTAL SAT PASSENGERS



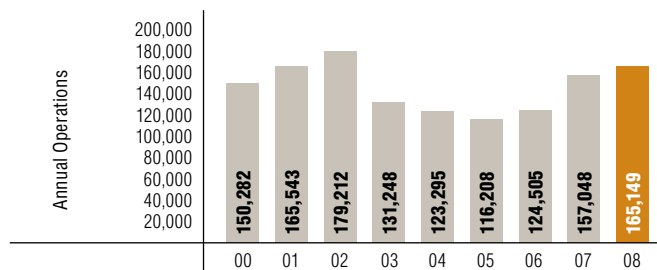
TOTAL SAT AIR CARGO



SAN ANTONIO INTERNATIONAL AIRPORT (SAT) PASSENGER & AIR CARGO ACTIVITY SUMMARY 2008 TO 2007 CALENDAR YEAR COMPARISON

| ACTIVITY | 2007 | 2008 | %CHG |
|---|--------------------|--------------------|----------------|
| PASSENGERS | | | |
| Total domestic enplanements | 3,927,682 | 4,078,774 | 3.85% |
| Total domestic deplanements | 3,944,844 | 4,102,522 | 4.00% |
| Total domestic passengers | 7,872,526 | 8,181,296 | 3.92% |
| Total int'l enplanements | 102,889 | 88,666 | -13.82% |
| Total int'l deplanements | 100,022 | 88,553 | -11.47% |
| Total int'l passengers | 202,911 | 177,219 | -12.66% |
| Grand total all passengers | 8,075,437 | 8,358,515 | 3.51% |
| AIR CARGO IN POUNDS | | | |
| Total domestic freight enplaned | 93,144,241 | 93,322,999 | 0.19% |
| Total domestic freight deplaned | 111,014,661 | 115,710,819 | 4.23% |
| Total domestic freight | 204,158,902 | 209,033,818 | 2.39% |
| Total int'l freight enplaned | 3,888,563 | 3,578,613 | -7.97% |
| Total int'l freight deplaned | 2,696,228 | 2,936,425 | 8.91% |
| Total int'l freight | 6,584,791 | 6,515,038 | -1.06% |
| Total all domestic & int'l freight | 210,743,693 | 215,548,856 | 2.28% |
| Total mail enplaned | 30,855,163 | 27,562,909 | -10.67% |
| Total mail deplaned | 39,217,622 | 39,685,713 | 1.19% |
| Total mail | 70,072,785 | 67,248,622 | -4.03% |
| Grand total mail & freight | 280,816,478 | 282,797,478 | 0.71% |

STINSON MUNICIPAL AIRPORT OPERATIONS





SMALL BUSINESSES BENEFIT FROM SAN ANTONIO INTERNATIONAL AIRPORT (SAT) CONTRACTING

DOT-ASSISTED CONTRACTS

Based on the DOT-assisted construction and professional service contracts, totaling approximately \$27.7 million, SAT's overall Disadvantaged Business Enterprises (DBE) contract awards for Fiscal Year 2008 totaled \$4,234,103. This represents 20.6% DBE participation.

CONCESSIONS PROGRAM

The DOT's Airport Concessions Disadvantaged Business Enterprises (ACDBE) Program is designed to ensure a level playing field from which ACDBEs can successfully compete for airport concession contracts, either directly or in partnership opportunities.

SAT – Airport Concessions ACDBE – FY 2008 Accomplishments:

| | |
|--------------------------------------|--------------|
| Total Gross Sales | \$31,856,504 |
| Total Goods & Services | \$9,638,396 |
| Total ABCDE Participation* | \$11,209,267 |
| Percentage of Total to ACDBE | 27% |
| SAT – ACDBE Concessions Goal | 27.6% |
| *Includes Sales and Goods & Services | |

SAT – Car Rental ACDBE – FY2008 Accomplishments:

| | |
|--|--------------|
| Total Gross Sales | \$92,768,515 |
| Total Goods & Services | \$41,573,931 |
| Total Goods & Services Earned by ACDBEs | \$7,221,685 |
| Percentage of Total Goods & Services to ACDBEs | 17.4% |
| SAT – ACDBE Goal for Car Rental Goods & Services | 5.4% |

CITY'S SMALL BUSINESS ECONOMIC DEVELOPMENT ADVOCACY PROGRAM

The City of San Antonio's Small Business Economic Development Advocacy (SBEDA) Program is dedicated to serving small, minority,

African-American, and women-owned business enterprises (SBE/MBE/AABE/WBE) by ensuring that there are opportunities to compete for City contracts. The City's Aviation Department, as an advocate of this program, tracks its successes on construction bids, requests for proposals, qualifications and interest statement opportunities. The City awarded three construction contracts totaling \$46.2 million during FY 2008.

Aviation Department's FY 2008 SBEDA Accomplishments:

| | |
|--------------------------------------|-------|
| Small Business Enterprise | 28.6% |
| Minority Business Enterprise | 11.5% |
| African-American Business Enterprise | .6% |
| Women-Owned Business Enterprise | 13.5% |

"FIRST LANDING RIGHTS" FOR PRIVATE AIRCRAFT AWARDED TO SAT

In a press conference held on March 20, 2008, Congressman Lamar Smith announced that Customs and Border Protection (CBP) Regulations were successfully amended to add San Antonio International Airport (SAT) to the list of designated airports at which private aircraft arriving in the continental United States from certain areas south of the United States must land for CBP processing. This designation for SAT was effective April 7, 2008.

"This permanent designation will significantly enhance business, commerce and trade relationships between San Antonio and Mexico," said Congressman Smith.

"San Antonio truly appreciates the Congressman's efforts and diligence in seeing this important initiative through to completion," said Mayor Phil Hardberger. "Our City is now positioned to welcome more visitors and businesses to San Antonio from Mexico and other Latin American countries."



Airport System Capital Improvement Program

The \$634.8 million Capital Improvement Program (CIP) budget, approved by City Council for the fiscal years 2006 through 2015, permits a multi-year phased implementation of proposed new terminal facilities and airfield infrastructure upgrades at San Antonio International Airport (SAT) and Stinson Municipal Airport (SSF). Funding for implementation of this program is provided by general revenue bonds, collections from the Passenger Facility Charge (PFCs), Federal Aviation Administration (FAA) Airport Improvement Program (AIP) grants, and Airport System self-generated funds. No general fund or property taxes are used to fund the San Antonio Airport System. The major CIP projects in this budget include:

- > Construction of Terminal B to replace Terminal 2.
- > Terminal C, which will be built in phases as passenger growth occurs and airlines need additional gate capacity.
- > The two-tier roadway system to provide vehicle/pedestrian access to departure and arrival levels of Terminal B and the future Terminal C.
- > Terminal facility associated site and utility upgrades.
- > Construction of a new central utility plant.
- > Demolition of Terminal 2 to make way for the future Terminal C.
- > Terminal-area aircraft apron replacement projects.
- > A consolidated baggage handling system for Terminals A (formerly Terminal 1) and B.
- > Construction of a new long-term parking garage for SAT.
- > Stinson Terminal Expansion Project to add 24,000 square feet of new rentable space.
- > Several airfield improvement projects, including runway and taxiway extensions at both SAT and SSF.
- > Airfield lighting upgrades and drainage improvements at SAT, the latter to permit recapture of approximately 16 acres on the airfield for new tenant development.
- > Implementation of SAT's Residential Acoustical Treatment Program (RATP), which acoustically treats qualifying residences proximate to SAT and is a derivative of the noise compatibility studies completed since 1991.

2008 Accomplishments:

- > The City broke ground on one of the most exciting construction projects it has undertaken in many years. The groundbreaking for Terminal B at the San Antonio International Airport (SAT) was held on June 18, 2008 with Mayor Phil Hardberger, City Council members, City Manager Sheryl Sculley, along with City staff, and invited guests in attendance. This \$134 million addition to SAT will provide 223,000 square feet of sparkling new space and replace the outdated Terminal 2. Terminal B is scheduled to open November 2010, at which time Terminal 1 will be renamed Terminal A.
- > Construction on the two-tier roadway system project, which started in 2007 with underground utility relocation, became more visible to the traveling public in 2008. By year's end, over half of the new underground utilities were completed. Temporary pedestrian walkways and a bypass road through the former short-term surface parking lot were opened to vehicle traffic in order to make the construction site west of Terminal 1 and directly in front of Terminal 2 available to contractors for roadway bridge-shaft-foundation and column drilling.
- > The much anticipated ribbon-cutting ceremony to celebrate the grand opening of a \$4.8 million expanded Stinson Municipal Airport (SSF) terminal building was held on November 19, 2008. The addition of two, two-story wings added 24,000 square feet to the historic 7,000 square-foot terminal and tower structure. This addition to the terminal facility now accommodates a larger restaurant, Palo Alto College classrooms for its Aviation Academic Program, and additional fixed based operator services.
- > An environmental assessment for the extension of Runway 9/27 at Stinson Municipal Airport was successfully completed in 2008, allowing TxDOT to complete engineering design and begin the construction phase in 2009.
- > On March 26, 2008, a ribbon-cutting ceremony commemorated completion of the 200th home under the Airport's Residential Acoustical Treatment Program (RATP). At year's end, a total of 310 homes and 216 apartment units were acoustically treated under the RATP at a total cost of approximately \$29 million.
- > In July, SAT's new long-term parking garage was substantially completed and opened to the public - four months ahead of schedule and under budget with a final price tag of \$45.4 million. Completion of this project brings the total number of available long-term, short-term and economy parking spaces to 8,341.
- > By year's end, new public art projects at the SAT parking facilities received the finishing touches. A lighting ceremony was held on December 16, 2008 to commemorate the unveiling of artworks by Bill FitzGibbons, Chuck Ramirez and Gary Sweeney. Bill FitzGibbons' "Daystar Archway" stands out in front of the southwest façade of the new long-term garage and is made from the crossed wings of a BAC 111 airplane retrofitted with special LED lighting. Gary Sweeney designed "Nostalgia, Texas," a series of neo-retro tourist posters for San Antonio and the nearby Hill Country. With slogans such as "HemisFair '68 - You're Way too Late", Sweeney combines nostalgia with tongue-in-cheek humor in his deliberately out-of-whack tourist posters installed to resemble old-time highway billboards lined up at the entrance of the new parking garage. Chuck Ramirez created "Suitcase Portraits", made up of 12 large-scale light boxes to show his series of photographed suitcases opened to reveal the diverse and often humorous range of personal possessions belonging to imaginary owners. The suitcases and their fanciful contents are displayed in large light boxes mounted along the front of the long-term parking garage.





Airline Partnerships and Air Service Development

The San Antonio Aviation Department, in cooperation with City officials and the business community, works “nonstop” to stay in touch with airlines and present new route opportunities for consideration. During 2008, over 20 face-to-face meetings were held with airlines. A coalition made up of business community representatives and City officials visited several airline headquarters to present in-depth business cases in support possible new flights on unserved routes. Growth in passenger boardings for a particular destination, as well as local industry and business expansion affecting certain under- or non-served markets, is a key point of communication with airline representatives.

During the peak midyear period, San Antonio International Airport (SAT) had a “record-breaking” 42 nonstop destinations served via scheduled flights by 20 airline partners. That milestone changed during the early fall of 2008 as a result of unprecedented high fuel costs during the summer, and the U.S. economy taking a downward turn. The economic challenges during 2008 greatly impacted the worldwide airline industry and resulted in multiple airlines going out of business, and air carriers discontinuing flights to certain destinations or reducing seat capacity by going to smaller planes on retained routes.

By the end of 2008, San Antonio International Airport (SAT) had its share of changes with the demise of ExpressJet as an independent airline

brand and Midwest’s decision to withdraw from the market during the 4th quarter. During that time period, Continental Airlines discontinued flights to its Cleveland hub, and Northwest and Delta finalized a merger forming the new Delta Air Lines. The year began with 40 nonstop destinations but ended with a net 34 destinations and 18 airline partners.

Working with community officials and the Greater Chamber’s Blue Ribbon Task Force business partners, SAT realized some successes and ended the year with notable accomplishments.

2008 Accomplishments:

NEW AIRLINE PARTNERS

- > Low-cost Spirit Airlines entered the San Antonio market and brought with it “new” daily nonstop flights to Ft. Lauderdale, Florida (April 14).
- > Low-cost AirTran Airways came to San Antonio bringing four additional daily flights to Atlanta, Georgia (June 11).



AIRLINE PARTNERS ADD NEW NONSTOP FLIGHTS

- > Southwest Airlines initiated flights to Philadelphia, PA (March 27).
- > Southwest Airlines added a new Denver, CO route to its list of SAT nonstop destinations, as well as additional flights on its Los Angeles and San Diego routes.
- > US Airways started flying to Charlotte, NC (May 4).
- > Northwest Airlines added new flights to Indianapolis, IN (May 20).



Customer Services

The Aviation Department is on a mission to bring to its customers “better and better” services, along with new, distinctive customer amenities. One of the keys to success is the continual customer service training that airport employees receive. The give-back spirit and friendliness that is particularly San Antonian couldn’t be more apparent than with the hundreds of men and women who volunteer their time to greet and assist passengers, especially the traveling military. For the latter, airport employees and volunteers participate in San Antonio International Airport’s (SAT) “Welcome Home a Hero” program. Volunteers line up with banners and signs to welcome hundreds of returning soldiers who are celebrated for the sacrifices they make on behalf of the country they serve.

SAT offers volunteers the opportunity to serve either as Airport Ambassadors or as Volunteers in Airport Policing (VAP), a non-traditional resource to help with keeping airport users safe. Situated in “Military City – USA” makes the United Service Organizations (USO) a particularly important resource at SAT. Free space is donated allowing the USO volunteers to offer a convenient and comfortable place for members of the armed forces and their families to wait for flights.

2008 Accomplishments:

- > For the third time, SAT was ranked by JD Power & Associates as one of North America’s top airports for customer satisfaction in the category of 10 million or fewer passengers a year. For this latest ranking, SAT placed one point behind second place William P. Hobby Airport in Houston and 10 points behind Dallas Love Field, which ranked first. This was especially good news, since construction on SAT’s roadways and in parking areas had an impact on customers.
- > July 4th – Independence Day – took on new meaning when on that date the San Antonio International Airport freed its customers from Wi-Fi connection fees and began offering the service at no charge. This service, available at the terminals and parking facilities, offers the San Antonio traveling public connectivity to their businesses, friends and family upon arrival or while waiting for a departure flight.
- > The web-based Customer Service Center was launched on the airport’s website to allow 24-hour follow up and resolution to mechanical breakdowns, facility cleanliness issues, lost or left behind items, and various other customer service matters.
- > A new “custom-ized” touch for arriving international visitors was added in 2008. For many years bilingual International Ambassadors have greeted and assisted passengers with clearing Customs and Immigration. A new concierge service was added that offers international visitors leaving the Federal Inspection Station bilingual assistance in finding ground transportation, hotels and San Antonio’s internationally famous shopping and visitor attractions/venues.
- > New family restrooms were added in Terminal 1. These new restrooms are ADA-accessibly equipped and provide a baby changing table, a child protection seat and hands-free plumbing fixtures.





Concession Amenities

SAT's award-winning concessions program became bigger and better in 2008. Partnering with Unison Consulting, Inc. and its mission to deliver superior services while helping airports achieve increased revenues, community recognition, enhanced passenger satisfaction and concessionaire performance, new concessionaires were added and former ones expanded. A nostalgic candy store, a taste of Louisiana cuisine, more banking options, the nation's number one favorite coffee, a travel supply center and a stylish wine lounge were new additions to SAT's local and national concession offerings.

2008 Accomplishments:

- > In 2008, sales of food, retail, advertising and passenger services (not including car rental and shuttle-shared ride) totaled \$31.6 million, a 4 percent increase from the previous year. Sales per enplaned passenger reached an all-time high of \$7.76. Total revenues generated to the City from food, retail, advertising and passenger services were \$6,546,080.
- > For the fifth straight year, Airport Revenue News (ARN), the airport industry's leading trade magazine, recognized SAT's concession program through its 2008 poll of related business experts. Awards were given to SAT in the Medium Airport category (between four and ten million enplaning passengers), for Best Overall Concessions Program, Airport with the Most Unique Services and Best Concessions Management Team. The awards for Most Unique Services and Best Concession Management Team are repeat performances.

New concessions added in 2008 included:

- > **Raising Cane's Chicken Fingers** – A Louisiana franchise offering the highest quality chicken finger meals, entered an airport venue for the first time when it opened a branch in the Terminal 1 Food Court.
- > **Dunkin' Donuts** – A nationally recognized vendor for coffee and donuts, Dunkin' Donuts opened an outlet in the Terminal 1 Food Court and quickly became a passenger favorite. Serving not only an assortment of donuts and muffins, Dunkin' Donuts prides itself in offering the "DD Smart Menu" for the health conscious traveler desiring a nutritious low-fat/reduced calorie breakfast.
- > **Vino Volo** – This unique wine bar and wine retail operation opened a store in the Terminal 1 concourse area. The relaxing and fun

environment delights both the occasional and passionate wine drinker. A fresh assortment of gourmet plates, especially designed to pair with the wines, are prepared on the premises.

- > **Natalie's Candy Bar** – Offering a wide assortment of bulk products, as well as a large selection of prepackaged items, Natalie's Candy Bar provides passengers an exciting and fun shopping experience. Natalie's was recognized by ARN as the 2008 Best Storefront Design in the retail category for medium airports. Congratulations!
- > **Brookstone** – A nationally recognized brand offering an expansive mix of innovative products, Brookstone opened its newly designed store in 2008 in Terminal 1's Retail Mall. Brookstone guarantees a positive experience every time customers visit its stores.
- > **Generations Federal Credit Union** – A full service banking operation, Generations opened at a new Terminal 1 location with an architecturally renovated outlet. Area residents can join Generations, and members of other credit unions that are part of the Shared Branching Network can take advantage of the Credit Union's services. Generations ATMs are located in both Terminals 1 and 2.
- > **J.P. Morgan Chase** – J.P. Morgan Chase was awarded a contract for ATM installations in Terminals 1 and 2.
- > **Marcy's Travel Center** – This unique store moved to a new location in the Terminal 1 lobby. Marcy's offers travel-related items, internet access and package mailing.



Security

Since September 11, 2001, much of the country's airport operations revolve around security – both visible and behind the scenes. San Antonio International Airport (SAT) is part of a network of airports that works cooperatively with the U.S. Department of Homeland Security (DHS) and the Transportation Security Administration (TSA), as well as state and local agencies, to make sure air travelers get from place to place in a safe and efficient manner.

The City takes advantage of federal resources and funding where possible to augment the Aviation Department's security operations. SAT's K-9 Team Program is grant funded each year under the TSA Explosives Detection K-9 Team Program. The program is designed to assist airports in conducting explosive detection by providing the canines, training for personnel and canines, training materials, and reimbursement of operating expenses up to \$50,000 per team annually. These teams assist in law enforcement and augment TSA's passenger and baggage screening processes throughout the airport's premises. SAT currently has five K-9 teams in the program.

The Aviation Department worked with the TSA to implement a new security vetting requirement for all airport personnel issued or applying for airport identification badges. The new requirement was in addition to the criminal history check and security training already required for all access badge applicants. This additional process is intended to assist local security and law enforcement personnel in determining eligibility and suitability for airport employment and appropriate airport access levels.

Getting through the security screening process as soon as possible and without too much hassle remains the air traveler's top concern. SAT stays on top of the hassle factor and diligently works with TSA to alleviate it when possible.

2008 Accomplishments:

- > In an effort to increase passenger convenience and reduce the wait time for screening, a new sixth lane was added to the security checkpoint in Terminal 1.
- > Completion of a new sixth lane facilitates the Transportation Security Administration's (TSA) implementation of a family-dedicated lane, a part of TSA's Diamond Self-Select program currently at 48 airports. This lane is used by families with small children, special-needs passengers and those travelers carrying exempt liquid medications in excess of three ounces. The program is designed to enhance security by allowing TSA officers to focus screening resources on passengers with excess liquid limits, while allowing improved throughput for exempt liquids presented to screeners in 3-1-1 containers.
- > During fiscal year 2008, the Airport System received \$365,504 from the TSA under an agreement for providing Law Enforcement Officers (LEOs) at the passenger screening checkpoints in Terminals 1 and 2. From May 2003 through September 2008, the San Antonio Airport System recorded a total of \$2,132,248 in reimbursements from the TSA for providing these law enforcement services.
- > Since it was first introduced in May 2002, the City's Aviation Department has participated in the TSA Explosive Detection K-9 Team Program and has received a total of \$1,321,521 under this program. A total of \$250,000 was received from the TSA for this program in fiscal year 2008.





Safety

The City's Aviation Department places a high degree of emphasis on passenger safety and strategically concentrates major investments to ensure the safety of the traveling public using the San Antonio International Airport (SAT). High on the list of priorities are programs, equipment, facilities and training personnel to handle on-site safety incidents.

Aircraft Rescue and Fire Fighting (ARFF) personnel are members of a highly trained, specialized team. In addition to having Structural Fire Fighting certification, each member has successfully completed a 120-hour ARFF course and is ARFF certified by the Texas Commission on Fire Protection (TCFP). The training for ARFF personnel also meets the requirements of the Federal Aviation Administration (FAA). Training includes participation in live-fire drills at least once a year. All ARFF personnel are either EMT-Paramedic or EMT-Basic certified.

San Antonio International Airport ARFF responds to a variety of emergency situations – aircraft incidents, calls for medical assistance, fuel spills, fire alarms, major traffic accidents and more. In 2008, ARFF fire fighters responded to 457 medical calls, 58 Alert II aircraft emergencies and two Alert III aircraft incidents in addition to various other calls for assistance.

The FAA mandates airports review their Airport Emergency Plan (AEP) annually, and SAT must hold a full-scale airport emergency plan exercise at least once every 36 consecutive calendar months, both of which involve airport personnel, community emergency response teams, area hospitals

and federal and local officials. The full-scale exercise is a comprehensive exercise intended to evaluate the area's operational capability of the emergency management system in a stress environment with actual mobilization and deployment of resources to demonstrate coordination and response capability. Essential to each exercise is the ARFF component. On October 23, 2008, SAT's triennial full-scale exercise was conducted with approximately 500 individuals participating, including volunteers acting as victims and personnel from various agencies coming to the scene in their various emergency capacities. The event involved ARFF fire resources along with Fire and EMS response from the San Antonio Fire Department. Part of the exercise centered on extinguishing fire at a Mobile Aircraft Fire Trainer (MAFT). In addition to essential ARFF training operating within the guidelines of the National Incident Management System (NIMS), opportunities for all participants to make improvements were noted and communicated in a follow-up briefing.

In 2008, the FAA conducted its annual safety inspection and audit of SAT facilities and operations. For the first time, SAT achieved a perfect score, meaning no discrepancies in FAA rules and regulations were found.

Airport police are highly-trained individuals equipped to handle law enforcement, traffic control, vehicle accidents and other types of emergency incidents. All officers annually complete a 40-hour in-service training session including various law enforcement, safety and security topics. Police officers patrol the airport's airfield and landside facilities 24 hours, seven days a week. In recent years, bicycle patrols were added to allow for improved officer response times in areas not accessible by vehicle. These patrols also improve the effectiveness of crime prevention/detection. In 2008, the Airport Police Division created a Traffic Task Force Unit to protect pedestrians in and around vehicular traffic areas impacted by ongoing construction.

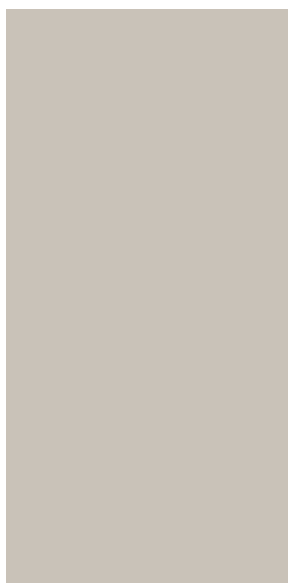
Augmenting ARFF and Airport Police operations at SAT is the Safety Management System (SMS) Program, which was implemented in 2008. This program focuses on early identification and notification of potential hazards and safety concerns. Training programs are provided to Aviation Department staff and key airport tenant personnel with a focus on fostering a proactive safety culture at SAT.

Under the Aviation Department's Operations Division leadership, the FOD (Foreign Object Debris) Prevention Program was initiated in August 2008. The FOD Prevention Program is fundamental to implementing the SMS Program and creating the proactive safety culture at SAT. FOD represents a major hazard to the safety of aircraft operations and costs the aerospace industry millions of dollars in financial loss, injuries and deaths every year. The FOD Prevention Program emphasizes the reduction and prevention of FOD and ensures airfield cleanliness at SAT. Scheduled monthly FOD Squad Walks are conducted in airfield areas and involve personnel from the airlines, fixed based operators, other airport tenants and Aviation Department employees. SAT's program has received national attention and recognition.

As a result of the growing number of commercial flights and the increased notoriety of wildlife impacts on aircraft operating at and near airports, the City's Aviation Department instituted a proactive program to identify potential wildlife hazards at SAT and Stinson Municipal Airport (SSF) and to develop a wildlife hazard and landscape management plan. In October 2008, Adams Environmental, Inc. (AEI) completed a Wildlife Hazard Assessment Report and a Wildlife Hazard Management Plan for SAT and SSF. The purpose of the project was to review data and documents on past wildlife surveys at SAT and SSF and to conduct cursory wildlife surveys to determine and prioritize wildlife species that may pose hazards to aircraft using the airports. The information collected during the wildlife hazard assessment will be used to develop a Wildlife Hazard Management Plan, which will be used by the Aviation Department to minimize or totally avoid wildlife impacts on aircraft operations, the most common of which are bird strikes. The plan recommended a full-time wildlife manager to administer the program at SAT and SSF.

The Aviation Department encourages its employees to seek professional growth to meet goals of safe and efficient airport operations. In 2008, nine Aviation Department employees earned their Certified Member (C.M.) or Airport Certified Employee-Operations (ACE) designation through the American Association of Airport Executives. Two employees were accredited International Airport Professionals (IAP) through Airports Council International. Achieving these certifications demonstrates that the employees have been tested, measured and verified as having the required knowledge to be effective and knowledgeable leaders in the airport industry.





Environmental Stewardship

The San Antonio Airport System created an Aviation Department Division in 2008 dedicated to environmental stewardship. The goal is to ensure compliance with pollution prevention laws and to move towards environmental sustainability. The Environmental Stewardship Division has oversight of federal, state, and local laws regarding aircraft noise, land use planning, soil management, hazardous waste, and clean water. The Division also coordinates efforts to achieve energy reduction, water conservation, on-airport creek and wetlands clean-up, emissions reduction, alternative fueling, recycling, and community education. During the short time of its existence, the new division realized some major accomplishments.

Another Aviation Department Division, Planning & Development (P&D), oversees implementation of multiple construction projects to include the San Antonio International Airport (SAT) Residential Acoustical Treatment Program (RATP), which acoustically treats qualifying residences proximate to SAT. P&D is responsible for capital improvement projects that facilitate SAT's Environmental Stewardship Program.





2008 Accomplishments:

- > Procured an energy audit contract for the purpose of reviewing electrical fixtures and energy usage at the airport.
- > Installed new stainless steel recycling receptacles in all of the terminal concourses.
- > Initiated a clean-up project for the on-airport portion of the Salado Creek area by removing rusty barrels and debris from the creek bed, restoring it to its natural beauty. These efforts were coordinated with the City's Municipal Solid Waste Department and the Basura Bash Organization.
- > Purchased a low-emission airfield/street sweeper using a grant from the Texas Commission on Environmental Quality.
- > Began a major effort to identify alternative fueling options for the SAT and Stinson Airports.
- > Purchased electric golf carts to replace gas-powered vehicles for personnel transportation to and from airport work sites.
- > Continued to monitor airport storm water runoff for pollutants.
- > Assisted airport tenants with compliance on their industrial Multi-Sector General Permit for storm water discharges.
- > Use of SAT's Engine Run-Up Facility was requested 1,215 times and used a total of 1,168 hours at an average of 59 minutes per engine test. Use of this facility for high-volume engine testing contains the noise impact to a small area on airport property, resulting in less impact on airport neighbors.
- > Remediated a former landfill site by removing hundreds of tons of municipal solid waste to return the property to a viable economic use.
- > Recycled soil taken from construction site preparation areas (some 80,000 to 100,000 cubic yards) and used this soil for other airport projects. This saved about half a million dollars under other construction projects currently underway at SAT.
- > Responded to citizen complaints of aircraft noise and tracked occurrences for possible targeted remedies.
- > Installed an improved noise operations monitoring system to be used for tracking individual aircraft noise incidents.
- > On March 26, 2008, a ribbon-cutting ceremony commemorated completion of the 200th home under the Airport's Residential Acoustical Treatment Program (RATP). At year's end, a total of 300 homes and 216 apartment units were acoustically treated under the RATP at a total cost of approximately \$29 million.
- > Initiated a revised Part 150 Noise Study, which resulted in new noise exposure maps. These efforts will facilitate continued federal funding of the RATP.

Capital Improvement Financing

The \$525 million Capital Improvement Program (CIP) budget, approved by City Council for the fiscal years 2008 through 2013, permits a multi-year phased implementation of proposed new terminal facilities and airfield infrastructure upgrades at San Antonio International Airport (SAT) and Stinson Municipal Airport (SSF). Sources of (CIP) funding at SAT include the Passenger Facility Charge (PFC), self-generated monies, federal Airport Improvement Program (AIP) grants, and proceeds from bond issues. Stinson's CIP is funded through self-generated monies and state grants.



SAN ANTONIO INTERNATIONAL AIRPORT

The Federal Aviation Administration (FAA) approved an amendment to SAT's Passenger Facility Charge (PFC) allowing for an increase from \$3.00 to \$4.50 beginning on October 1, 2007. Projects approved for use of the PFC funding include: the Residential Acoustical Treatment Program; Terminal B; proposed Terminal C; the two-tier elevated roadway system; central plant upgrades; apron replacement projects around the new terminal gate areas; expanded utilities for support of Terminals B and C; modifications to Terminal 1 to relocate the baggage screening from the terminal lobby area to a back-of-house in-line system to be contained in a 17,000 square foot building addition; lengthening of SAT Runway 3/21 and adjoining taxiways, as well as Taxiway Romeo; and other miscellaneous airfield projects.

During fiscal year 2008, FAA grants totaling \$10,152,830 were awarded to the City for the following San Antonio International Airport CIP projects: airport drainage improvement projects, Runway 3/21 extension, rehabilitation of Runway 12R and Taxiway R, and the Residential Acoustical Treatment Program. In combination with previous FAA grants, approximately \$21 million in FAA grant funds were actually spent during fiscal year 2008 on ten construction projects. Including airport matching funds, this represents over \$27 million spent for FAA-eligible projects during 2008 – a record for SAT's FAA expenditures in one year.

STINSON MUNICIPAL AIRPORT

CIP projects recommended in the Stinson Airport Master Plan, Targeted Industry Study and Capital Improvement Program (CIP) include: terminal facility expansion, construction of additional tenant and customer service amenities, airfield improvements to include the proposed runway extension, and continued private investment in additional facility development. The Stinson CIP was adopted as part of City Council's approval of the fiscal year 2008 budget for the Aviation Department and covers projects planned for implementation from 2008 through 2013. Funding sources of Stinson's \$11,502,000 portion of the CIP will include: Texas Department

of Transportation Grants and Airport System self-generated funds accumulated under the Stinson Airport Revolving Fund.

Fiscal Year Summaries

OPERATING REVENUES

The majority of the operating revenues generated at the airports are directly related to the number of passengers, other patrons and aircraft operations. The Airport System's revenues are primarily derived from rents and charges for use of airport facilities, including landing fees from the airlines using SAT, and concession contracts, including off-airport rental car operations. No property tax or City General Fund monies are utilized to support the San Antonio Airport System.

Total operating revenues for fiscal year 2008 were \$65,187,888, an increase of \$8,505,441 or 15% over 2007, which represents the highest revenue year in the Airport System's history. Of the total, the three most significant revenue sources for the Airport System include the airlines (\$20,648,838), parking fees (\$17,244,123) and concession revenues (\$16,093,691). Overall, non-airline revenues represented 68% of the total revenues generated in fiscal year 2008.

OPERATING & MAINTENANCE EXPENSES

Operating and Maintenance (O&M) expenses for fiscal year 2008 were \$41,585,794, an increase of \$9,002,098, or 27.6% over 2007. The increase reflects increased staffing levels to meet expanding maintenance needs at the San Antonio airports and to comply with security program mandates. The staffing increase also reflects fully-funded positions in 2008 that were new in 2007 but only partially funded in the previous year. Increased O&M expenses in 2008 also reflected the increased number of passengers traveling through SAT.

For fiscal year 2008, gross revenues exceeded operating expenses, leaving net revenues totaling \$23,602,094, 2% less than 2007.

Comparative Fiscal Year Financial Operating Gross Revenues And Expenses

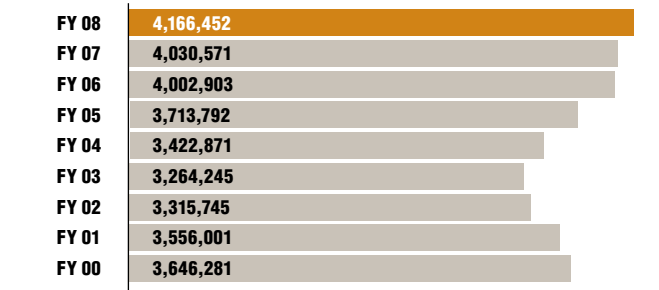
| GROSS REVENUES | FY07* | FY08* | % CHANGE |
|--|----------------------|---------------------|-----------------|
| Airline Revenues | | | |
| Scheduled Carrier Landing Fees | \$ 5,749,818 | \$6,465,537 | 12.45% |
| Non-scheduled Carrier Landing Fees | 1,159,531 | 1,210,747 | 4.42% |
| Terminal Building Rentals | 5,265,310 | 11,233,739 | 113.35% |
| FIS Space Fees | 894,503 | 1,325,182 | 48.15% |
| Ramp Fees | 407,500 | 413,633 | 1.51% |
| Subtotal Airline Revenues | \$ 13,476,662 | \$20,648,838 | 53.22% |
| Non-Airline Revenues | | | |
| Concession Contracts | \$ 15,787,104 | \$16,093,691 | 1.94% |
| Parking Fees | 16,738,326 | 17,244,123 | 3.02% |
| Property Leases | 6,603,443 | 7,670,764 | 16.16% |
| Stinson Airport | 209,485 | 237,873 | 13.55% |
| Interest Income | 3,434,689 | 2,546,135 | -25.87% |
| Other Revenues | 432,738 | 746,464 | 72.50% |
| Subtotal Non-Airline Revenues | 43,205,785 | 44,539,050 | 3.09% |
| Total Gross Revenues | \$56,682,447 | \$65,187,888 | 15.01% |
| OPERATING & MAINTENANCE EXPENSES | | | |
| Airfield Area | \$1,580,600 | \$1,873,361 | 18.52% |
| Service Area | 342,880 | 340,824 | -0.60% |
| Terminal 1 | 3,829,290 | 4,584,861 | 19.73% |
| Terminal 2 | 2,740,507 | 3,052,839 | 11.40% |
| Fire & Rescue | 3,916,032 | 4,036,895 | 3.09% |
| Access | 600,481 | 845,346 | 40.78% |
| Central Plant | 696,512 | 688,753 | -1.11% |
| Commercial & Industrial | 109,554 | 60,434 | -44.84% |
| Other Buildings & Area | 101,633 | 59,261 | 41.69% |
| Parking | 3,097,789 | 3,769,960 | 21.70% |
| Stinson Airport | 564,525 | 716,957 | 27.00% |
| Administration | 7,447,138 | 13,020,708 | 74.84% |
| Main. Dir. & Control | 1,272,447 | 1,387,287 | 9.03% |
| Security | 4,427,411 | 5,701,668 | 28.78% |
| Operations | 1,718,113 | 1,122,477 | -34.67% |
| Ground Transportation | 138,784 | 324,163 | 133.57% |
| Subtotal Operating & Maintenance Expenses | 32,583,696 | 41,585,794 | 27.63% |
| Net Revenues** | \$24,098,751 | \$23,602,094 | -2.06% |

* Fiscal years run from October 1 through September 30.

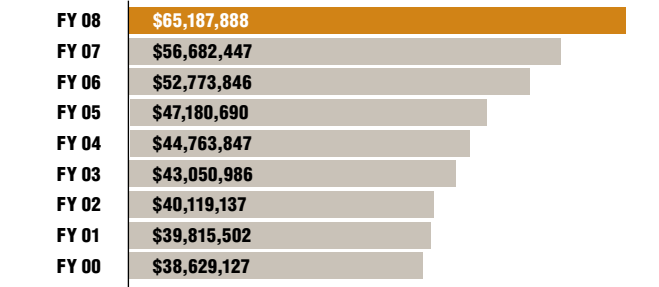
**Net revenues are utilized to pay debt service and Airport Capital Improvement (CIP) projects.

Fiscal Year Performance Measures

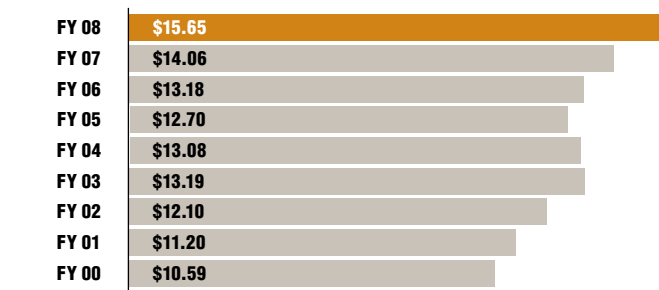
ENPLANED PASSENGERS



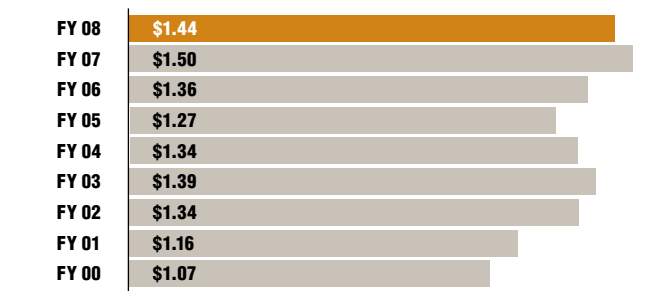
OPERATING REVENUES



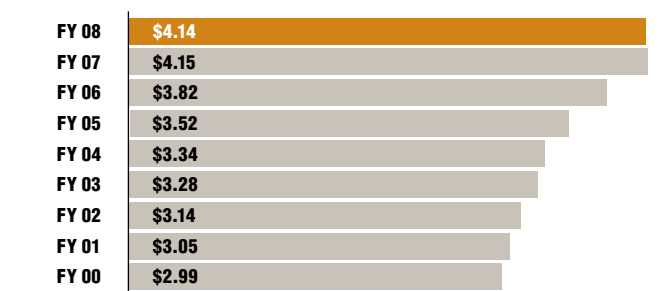
OPERATING REVENUE PER ENPLANED PASSENGER



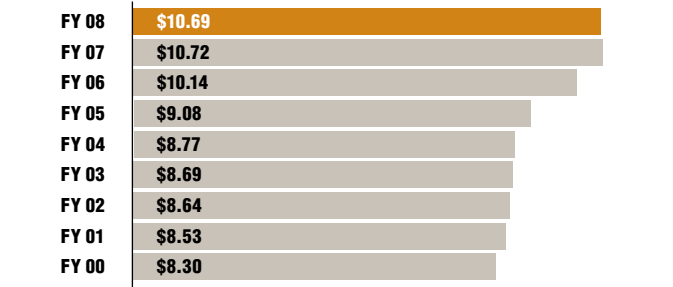
RETAIL CONCESSION REVENUE PER ENPLANED PASSENGER



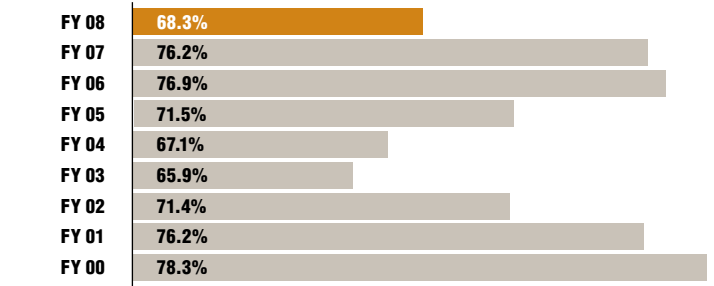
PARKING REVENUE PER ENPLANED PASSENGER



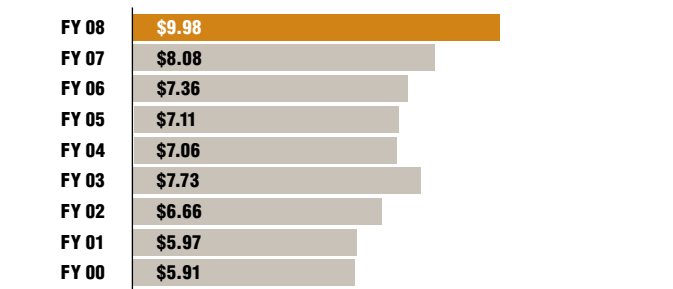
NON-AIRLINE REVENUE PER ENPLANED PASSENGER



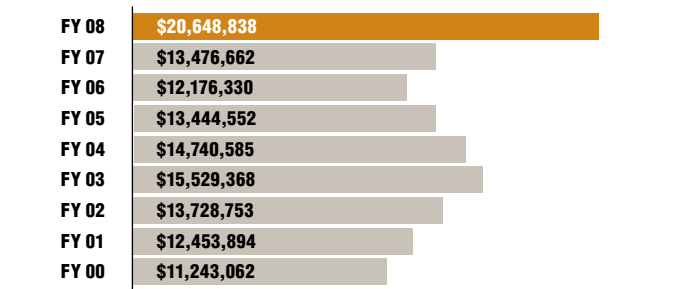
NON-AIRLINE REVENUE PERCENT OF TOTAL



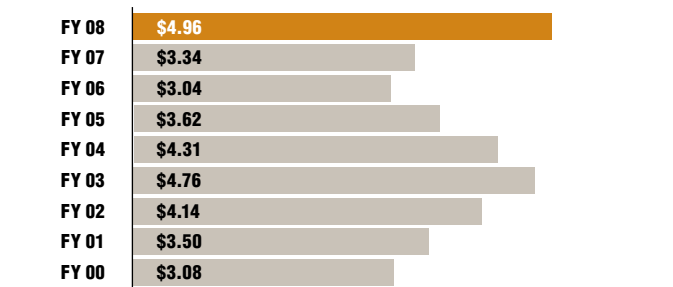
OPERATING EXPENDITURES PER ENPLANED PASSENGER



AIRLINE COST



AIRLINE COST PER ENPLANED PASSENGER



Aviation Department Employees & Ambassador & VAP Volunteers

AVIATION DEPARTMENT EMPLOYEES

| | | | | | | |
|------------------------|-----------------------|----------------------|---------------------|-----------------------|-----------------------|----------------------|
| Kenneth Adame | Nora Castro | Betty Garcia | Edward Herrera | Arnold Melvin | Stephanie Reyes | Edward Sustaita |
| Manuel Adames | William Castro | Carlos Garcia | Allan Hickey | Charles Mendenhall | Ricardo Rivera | Cheryl Swaney |
| Antonio Aguilar | Cheryl Caylao | David Garcia | Carmen Hill | Jesse Mendez | Michael Rivers | Russell Swosinski |
| Roger Aguilar | Ernesto Cervantes | Felipe Garcia | Barbara Hitchcock | Roberto Mendoza | Ernestine Robinson | Guadalupe Talamantez |
| Christopher Aldrich | Robertfred Cervantes | Frank Garcia | Richard Hocott | Joe Mergele | Sharon Robles | Porfirio Talamantez |
| Edward Alford | Santos Cevallos | Jose Garcia | Jennifer Hogancamp | Lesley Mergele | Andres Rocha | Sergio Talamantez |
| Dustin Allinger | Stephanie Chapa | Maria Garcia | Hatsuko Horace | Steven Milburn | Ryan Rocha | Roger Tamez |
| Desiree Alonzo | John Chase | Teresa Garcia | Clarence Houston | Frank Miller | Abel Rodriguez | Sofia Tattersall |
| Marie Alonzo | Cynthia Chavez | Irma Gardner | Robert Hughes | Yvonne Mireles | Cipriano Rodriguez | William Telford |
| Marisol Amador | Diana Chavez | Susan Garrison | Christopher Jackson | Michael Mitchell | Irma Rodriguez | Travis Thornton |
| Suzann Anderson | John Chavez | Diana Garza | Rudy Molina | Rudy Molina | Johanna Rodriguez | David Torres |
| Jesse Apolarin | Kao Lin Chen | Eusebio Garza | Maria Montana | Maria Montana | Mark Rodriguez | Edward Torres |
| Francisca Arredondo | Cora Clay | Gloria Garza | Roderick Jimenez | Jose Montes | Michael Rodriguez | Juan Torres |
| Juan Arreola | Frederick Clements | Raymundo Garza | Liquin Jin | Johnny Morales | Monica Rodriguez | Maria Torres |
| Dennis Atkinson | Joe Cloud | Sandra Garza | James Johnston | Jose Morales | Rodrigo Rodriguez | Mary Torres |
| Brenton Baker | Steven Cofield | Santiago Garza | Robert Jolly | Epifanio Moreno | Lisa Rodriguez-Myles | Angela Trejo |
| Yolanda Balderas | John Coggins | Louis Gatica | Eric Kaalund | Bernard Murphy | John Romero | Barbara Trevino |
| Mario Banez | Kimberly Coleman | George Gavia | Adriana Kato | Mark Nava | Virginia V. Rosales | George Trevino |
| Antonio Barrera | Maximo Contreras | Karl Geyer | Denise Keith | Adalberto Navarro | Cheryl Rowell | Paul Tschirhart |
| Pablo Barrera | John Cortez | Roland Gloria | Dean Kloss | Jackie Nelson | Patricia Ruiz | Melisse Turner |
| Sylvia Barrera | Jason Cosby | Robin Goddard | Kay Kloss | Brandy Newbury | Tony Ruiz | Eugene Ulbrich |
| Kenneth Barrett | Gary Cramer | Frank Gomez | John Kokesh | Belinda Nichols | Denise Saddler | Joel Urdiales |
| Ruben Barros | Cordelia Cruz | Martin Gomez | Lisa Kuykendall | Allan Nussbaum | Susan Saint Cyr | Laura Vallejo |
| James Baswell | Jesus Cruz | Michelle Gomez | Isabelo Laboy | James O'brien | Consuelo Salas | Lindal Van Meter |
| Orlando Battles | Eulalio Cuevas | Irene Gonzales | Justina Lara | Timothy O'Krongley | Rene Salas | Jeffry Van Slycke |
| John Behrendt | James Cundiff | Pete Gonzales | Brandon Laskowski | Angel Olivares | Roberto Salazar | Adela Vasquez |
| Dennis Bell | Vickie Curtis | Ricky Gonzales | Gregory Lawrence | Mucia Ortiz | Mary Salazar-Gonzales | Antonio Vasquez |
| Teresa Bermea | Darryl Curvin | Roy Gonzales | Harold Lawrence | David Ozuna | David Salinas | Hector Vasquez |
| Gerard Blanco | Chieu Dang | Edvin Gonzalez | Jose Ledesma | Homer Pachecano | Eva Samaniego | Tomas Hernandez |
| Jon Blanks | Glen Davis | Amalia Gorena-Bullis | Jose Ledesma | Frank Padilla | Felix San Juan | Vazquez |
| Anthony Boone | Mercedes Davis | Randall Gray | Timothy Lee | Robert Paris | Adolfo San Miguel | Jose Veliz |
| Collis Boone | Maria De La Cruz | Richard Griffin | Joseph Lewis Jr | Paul Parisi | Richard Sanchez | Leroy Vesa |
| James Bowman | Robert De La Garza | John Gruchacz | Jesse Leyva | Jose Parra | Robert Sanchez | Richard Villarreal |
| Lisa Brice | Isabel De La Rosa | Maryalice Guedeadea | Alfred Lira | Stephen Pereira | Albert Sandoval | Nelson Villegas |
| Debora Briggs | Philip De La Rosa | Stanton Guenther | Christopher Long | Arnulfo Perez | Elia Sandoval | Janis Vogt |
| Lisa Brown | Aurora De Leon | Eugenio Guerra | Alan Lopez | Peter Persha | Mark Satberry | Brian Walsh |
| Michael Brozovic | Xavier De Leon | Olga Guerra | Alfonso Lopez | Lucille Pina | Juan Saucedo | Gail Ware |
| Michael Buecher | Gerardo De Los Santos | Ronald Guirrerri | Andres Lopez | Jerry Ploch | Wayne Schlentz | Wynetta Warren |
| Michael Burkowski | Modesto De Los Santos | Domingo Gutierrez | Nicolas Lopez | Michael Ploch | Joseph Schueling | Shanon Wasielewski |
| Ray Byler | Daniel Delgado | George Gutierrez | Tyice Lott-Hice | Nathaniel Polsgrove | Jarrard Secrest | Anita Weaver |
| Marvin Byrd | Daniel Delgado | Juan Gutierrez | Patricia Lowery | Kenneth Powers | James Serrato | Anthony Weaver |
| John Caban | Francisco Delgado | Linda Gutierrez | Carlos Madero | Lilia Powers | Gregory Shadrock | Russell Weinman |
| Luis Cabrera | David Dentinger | Maria Guzman | La Sonya Madison | Barbara Prossen | Kevin Shamlin | Bruce White |
| Daniel Cadena | Bernard Deshalto | Richard Guzman | Yvonne Malone | Arthur Ramirez | Margaret Shannon | Joyce Wiatrek |
| Teresa Calderon | Mark Diamond | Ruben Guzman | Morris Martin | Irene Ramirez | Eddie Shear | Blanca Wilkins |
| James Caldwell | Steven Diaz | Sean Haley | Suzanne Martin | Lorenzo Ramirez | George Shelter | Norma Williams |
| Maria De Lourdes | Debra Drew | Bryant Hall | Alfredo Martinez | Louisa Ramirez | Frances Sherertz | James Wingate |
| Cantu | Bobby Eaton | Sherrie Hall | Daniel Martinez | Luis Ramirez | Valerie Sherman | George Wood |
| Sergio Cardenas | Hector Espinoza | Victor Hall | Juan Martinez | Pedro Ramirez | Sidney Silva | Marcella Woods |
| Alfred Carnot | Dorothy Estrada | Cynthia Hallmark | Linda Martinez | Raul Ramirez | Carol Simington | William Wright |
| Antonio Carrasco | Joel Fernandez | Charles Hampton | Mark Martinez | Robert Ramirez | John Sims | Janis Yanez |
| Gregory Carson | Melissa Fiorelli | Fostyr Harkins | Robert Martinez | Veronica Ramirez | Linda Sims | Dale Yaun |
| James Caruso | Johnny Fisher | Walter Haynie | Rosa Martinez | Maricela Ramirez- | Patrick Sims | Jose Ybanez |
| Shawnna Caruso | Francisco Flores | Susan Heck | Daniel Martinez De | Garcia | Douglas Singleton | Ralph Ybarra |
| Joe Casiano | Reynaldo Flores | Agustin Hernandez | Escobar | Jose Ramos | Douglas Smith | Kathy Yehl |
| Zoilo Castano | Richard Flores | Charlie Hernandez | Maria Mata | Belinda Rankin | Linda Smith | Tonia Young |
| Reynaldo Castellano | Christina Foley | Maria Hernandez | Flacia Mayes | James Rea | Raymond Smith | Charles Zahn |
| Angelitta Castillo | Judy Fordyce | Mario Hernandez | Mark Mc Carthy | David Reed | Jorge Solis | Andrew Zapata |
| Elena Castillo | Michael Hernandez | Michael Hernandez | Carolyn Mc Kee | Christopher Reininger | Michael Sommers | Alejandro Zavala |
| Michael Castillo | Monica Galaviz | Nestora Hernandez | Thomas Medeiros | Sylvia Rendon | Amar Soojhai | Hector Zavala |
| Kathy Castillo-Quickel | Daniel Gallagher | Olivia Hernandez | Ramon Medina | David Reyes | Steven Southers | Michael Zehr |
| Mary Castro | Gregory Galloway | Mario Hernandez Jr | Manuel Medrano | Jesse Reyes | Derrick Stallings | Ralph Zendejas |
| | Alex Garcia | Elena Herndon | Michael Mejia | Sandra Reyes | Debra Stephens | |

AMBASSADOR & VAP VOLUNTEERS

| | | | | | | |
|-------------------|----------------------|-------------------|------------------|--------------------|--------------------|-------------------|
| John Achilles | George Coleman | Carol Gialardi | Charlotte Holmes | Gloria Lozano | Dorothy Paschall | Jeannine Swiger |
| Virginia Allison | Rose Coleman | Mary Beth Gardner | Bennie Hopper | Gini Mabry | Don Pass | Bonnie Symonds |
| Mickey Amacker | Steve Crenshaw | Jacque Garner | Sophye Hopper | Ron Martel | Betty Patterson | Lynn Teaff |
| Elizabeth Ankeny | Jim Davidson | Barbara Garrow | Lillian Hoting | Rosemary Mathis | Paul Patterson | Jerry Teaff |
| Jim Apici | Cristina De La Garza | Jackie George | Jean Huedepohl | Billie May | Sandi Pohlmann | Ray Thompsonett |
| Judy Apici | Elaine DeLong | Danny Gonzalez | Caroly Ingham | Reva McClenny | Rudy Quinero | Carole Thompson |
| Jim Basey | Jack DeLong | Larry Goodman | Chris Jacobs | Hart McCromick | Arnold Ramirez | Don Thompson |
| Jo Basey | Kay Delpero | Paulette Goodman | Doug Jacobsen | Ruth McFarland | Jerry Rankin | Wally Thurston |
| Mary Lou Bargnesi | Bart Diaz | Tony Grauzer | David Janca | Lonnie Meggett | Geneva Ray | Irene Urgate |
| Jerry Baumann | Carol Dickus | Mary Beth Graves | Jackie Jemerson | Nicole Merrifield | Joe Resto | Hank Vasquez |
| Jim Beach | Randy Drum | Ed Greer | Carol Johnson | Rick Meuse | Earline Richardson | Delia Vega |
| Rudy Beltran | Babs Dunlap | Richard Groomes | Nancy Jones | Steve Molnar | Gloria Robinsnson | Irma Vera |
| Avis Bergh | Marilyn Dwyer | Annice Guenther | Henry Jarez | Maria Molina | Julia Rosenberg | Dora Vegara-Lemon |
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